

MASSACHUSETTS OFFICE OF TRAVEL & TOURISM

STRATEGIC PLAN FY2015 updated June, 2014

MISSION: To market Massachusetts as a leisure travel destination in order to generate state and local tax revenues, create jobs, and support travel-related businesses.

SNAPSHOT OF MASSACHUSETTS TOURISM:

Top 5 Origin Markets *(Ranked by estimated Visitor Spending)*

DOMESTIC

1. Boston DMA
2. New York DMA
3. Hartford/New Haven DMA
4. Prov/New Bedford DMA
5. NH, VT, ME (Beyond DMAs)

INTERNATIONAL

1. Canada
2. UK
3. China
4. Germany
5. France

Massachusetts Tourism Economic Impact

CY 2012 Spending:

\$17.7 Billion

Total Number of Visitors CY2012:

22.8 Million

Tax Revenue CY2012:

\$1.1 Billion

Number of Jobs Supported:

126,500

Strategic Goal 1:

To maximize tourism revenues by focusing marketing efforts on domestic and international markets, generating maximum return on investment. MOTT made a strategic decision to reorient marketing through digital platforms in order to ensure agility and measurability.

- Focus domestic marketing efforts on DMAs that generate the highest volume of overnight leisure trips: in Boston, New York and Hartford/New Haven.
- Increase and allocate international marketing resources based on visitation patterns and economic outlooks: expand Canadian program; continue programs in European Markets; expand China program.
- Collaborate with other New England states on marketing/PR in European markets through *Discover New England* (DNE).
- Achieve cost efficiencies in media production by leveraging purchasing power and negotiate added value in digital, print, radio, and TV.

Strategic Goal 2:

Develop niche markets that have potential to generate significant revenues and are important sources of revenue for specific regions and businesses.
Enhance Massachusetts brand.

Enter emerging markets in alignment with Massport's route development: Asia, India, Brazil. Align international efforts with Brand USA to qualify for 30% added value.

Niche/Special Interest Markets:

LGBT
Historic Ports (cruise)
Accessibility
Group Tour
MassJazz
Native American

Multicultural
Sports Enthusiasts
Film Buffs
Weddings
Culinary

Strategic Goal 3:

Increase earned-media-value utilizing a strong PR program:

- Increase the effectiveness of marketing programs and the frequency of marketing messages through robust, innovative social media program and search functions.
- Use 3rd party sources – TV shows, magazines, online bloggers – to increase the credibility of MOTT's marketing messages.
- Host Familiarization Tours for first-hand experience in Massachusetts. This program has an increasingly international component as our overseas markets expand.
- Convey and provide vivid imagery of Massachusetts' destinations, attractions, and activities.

Strategic Goal 4:

Monitor consumers' changing media habits and shift marketing vehicles appropriately; leverage social media. As stated above (see goal #1), this is the underlying principle of all our programs. The data derived from these programs is extremely instructive and allows for smarter, real-time initiatives.

- Expand online marketing programs.
- Increase digital newsletters for specific audiences.
- Maintain and expand blogs.
- Produce and viral-market video for targeted audiences.

Strategic Goal 5:

Use MOTT's leadership to increase the effectiveness of regional tourism councils, other DMOs, and travel businesses. With our ad agency, we have prepared a digital audit of each RTC which allows them/us to upgrade their digital strategies and capabilities and to align metrics. We also offered daylong digital trainings and 'help desk' assistance.

- Develop a common research platform so RTCs can better target their marketing programs to traveler Prospects and real time communications.
- Assess annual Governor's Conference on Travel & Tourism programming to increase attendees' knowledge and practical skills.
- Encourage RTCs to develop realistic, collaborative multi-region marketing programs.
- Tourism U: offers free skill-based workshops throughout the state. China-ready programming offered 200+ MA tourism businesses and nonprofits practical information.
- Industry Newsletters: keep trade aware of MOTT program and marketing opportunities.
- Make industry aware that MOTT provides marketing assistance to municipalities.

Strategic Goal 6:

Employ primary and secondary research to target marketing programs and evaluate results. Our Canada TV program was measured through standard brand survey techniques. Second year assessment is underway; that allows for review and comparison.

- Track web use: volume and visitor origins.
- Develop visitor profiles; Survey visitors, re: preferences and technology preferences.
- Track revenue stats by region.
- Share all research with travel industry to help focus marketing programs.

Strategic Goal 7:

Maximize effectiveness of new universal database. New website was been rolled out this year, and we have worked with the industry to enhance their listings, photos and video for maximum SEO impact.

- Increase travel industry's ability to post information on massvacation.com and get exposure to potential customers.

- Increase MOTT's ability to target industry communications.

Strategic Goal 8

70 Massachusetts communities have hosted 16 major productions, creating 72,461 "worker days" and 55 new instate film related businesses. The Sports office submitted a statewide bid to NCAA and made the "finals"; selections were announced in December.

- Continue to align sports marketing into MOTT; including competitive bidding efforts, refined branding of Massachusetts as sports destination.
- Maintain Massachusetts film office at MOTT: marketing Massachusetts as desirable location for big budget Hollywood movies, small independents, and commercials. Also, branding as a film buffs' destination.

Note that neither the film office nor sports marketing are funded; support came from MOTT's line item.

Betsy Wall

Executive Director

betsy.wall@state.ma.us

